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13 December 1974

MEMORANDUM FOR: Director of Training

SUBJECT : The Leadership Module in the Management Seminar Held in Greensboro, North Carolina

1. About six weeks ago you asked me to give you an independent appraisal of the Leadership Development Module included in the Management Seminar. At that time I discussed the program in detail with [REDACTED] and familiarized myself with the planned module and the contractual arrangement agreed to by the Agency and the Center for Creative Leadership.

2. In order to obtain information about this program, I interviewed four of the 12 students: [REDACTED]

[REDACTED] and two PSS psychologists, [REDACTED] The interviews in all cases took anywhere from one-half hour to an hour and a half. In the interview with [REDACTED] I was filled in on the details of the six-day program.

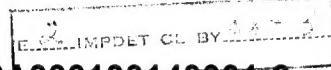
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3. The principal questions I posed to the students were (a) the applicability of the instruction to the work situation; and (b) their appraisal of CIA's ability to conduct the program in-house. The following is a summary of each of the student impressions:

a. [REDACTED] felt that the course was of great benefit to her in establishing career and work goals. She now had through increased knowledge of leadership styles a better idea of how to react in managerial situations. She cited one example where she has already used the techniques in evaluating her own career goals and took aggressive steps to realize these goals. The case studies used later in the course would not have been successful without the interpersonal relationships developed during the Greensboro portion of the course. Benefits were personal motivation, a better understanding of her personal and career goals, and a greater ability to solve her work problems.



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b. [REDACTED] Personnel Officer for the Office of Logistics, was very enthusiastic about the experience. The impressions gained, as well as the information, might decay with time. He has already used some of the ideas of participatory management in his own work resulting in improved decisions. He intends to use this device and others learned, as appropriate, in the future. He was particularly impressed by the three-hour taped interview with the psychologist who evaluated his behavior in the role-playing situations and the tests which had been administered before the course. He said he has played these tapes several times and learns a little bit more about himself each time. OTR might possibly be able to give the course, but he was not sure. He felt that the Psychological Services Staff would not have the time to participate professionally in the program because of the numbers of people required. The course, if given in-house, could possibly be shortened somewhat.

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c. [REDACTED] The course was a good presentation of known information on leadership and is superior to any other package he has encountered. The more practical aspects are the feedback techniques, and the leadership model emphasizing the involvement of subordinates. The program was job-related and the profit to the Agency lay in the course's high motivational impact, the student's insight into leadership and management styles, the plan developed by the students to improve leadership skills or to solve job-related problems, and the emphasis on personal and career development. OTR should be able to organize and conduct the course with PSS help.

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d. [REDACTED] was very enthusiastic about the course, stating that it did a good deal for him as a young manager by giving him some managerial options which he did not have before. The major impact cannot be measured at this time, but will become more evident with time. He is already handling his supervisory duties in a somewhat different way than before this exposure, but cannot define precisely what the change is, except that he is more people-oriented than before. In order for the program to be a success in-house, it will be necessary to get very good people to conduct the program. This includes the lectures as well as the feedback provided by the psychologists. The [REDACTED] is a satisfactory place to offer the course. We might use the talents of the Greensboro people selectively in future runnings of the program if done in-house.

e. The PSS Psychologists - The major strengths of the course were that the students learned the strong and weak points of managerial effectiveness, the tools available to the manager in varying situations, and the individual and personal feedback provided the students.

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tests plus others available to the Psychological Services Staff are probably superior to those used by the Center.

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felt that PSS has the capability to conduct the tests and to score them in much the same manner as done by the Center. It is possible to find competent psychologists in the area who could make the lecture presentations. OTR could administer the course as well as it was done at Greensboro. The observers used can be drawn from and trained from within the Agency. The program could be successfully run

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with some augmentation of visual observation facilities for the observers (this could be handled by either one-way mirrors or by closed-circuit television monitoring). There ought to be at least a two-to-one student to psychologist ratio; however, the Psychological Services Staff probably could not release six of its ~~their~~ psychologists at one time to work in the program. It is probable, however, that the psychologist involvement would only be about two days, one day for preparation and another day for providing feedback to the students. This problem could be resolved by using local-hire psychologists under independent contract.

4. In view of the overwhelmingly favorable response to this program, I recommend that we proceed with the contract as planned, that is, to offer a second running in-house with the Center for Creative Leadership providing close guidance and support. However, a firm decision to proceed should be based on the willingness of the Psychological Services Staff to provide substantial support in terms of the psychological testing required and a willingness to provide psychologists for the feedback exercises. The course can be successfully run

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PSS can give us guidance on any contract support we need for this program and can help in the training of any paraprofessional observer support required for the program. OTR's principal function should be to orchestrate all the administrative details involved in this program and possibly to give some of the lectures. My positive recommendation is subject to the availability of funds for this purpose in the FTD budget.

5. If each of the students over the course of several years time make two or three good administrative decisions or make changes in their own managerial style which results in higher effectiveness or more efficiency, then the price is well worthwhile. We have invested approximately \$5,000, or about \$500 per student, in this first running. This is little enough in view of the possible benefits and is relatively inexpensive compared with other less effective programs. I believe that by prudent management of an in-house program, we can achieve results comparable to those attained at Greensboro.

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Chief, Plans and Development Staff